

The Role of Organizational Commitment Mediate The Effect of Job Satisfaction On *Organizational Citizenship Behavior*

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ABSTRACT: Organizational Citizenship Behavior (OCB) has an important role for the success of a company. The company really hopes to have employees who have a loyal attitude towards the company that is able to perform tasks voluntarily exceeding company expectations. This study aims to determine the effect of job satisfaction on organizational citizenship behavior with organizational commitment as a mediating variable. This research uses equity theory. The population in this study were all employees who worked at KutaSeaview Boutique Resort Bali with a total of 106 people. The sampling method is done by the nonprobability sampling method, through saturated sampling technique. Data collection is done through interviews and questionnaires. The analysis technique used is path analysis.

The results showed that (1) Job satisfaction has a significant effect on organizational citizenship behavior; (2) Job satisfaction has a significant effect on organizational commitment; (3) Organizational commitment has a significant effect on organizational citizenship behavior; and (4) Organizational commitment is able to mediate the effect of job satisfaction on organizational citizenship behavior. The results revealed that the importance of a leader and coworkers in increasing job satisfaction and employee commitment can improve OCB behavior in the company.

KEYWORDS: *Organizational Commitment, Job Satisfaction, Organizational Citizenship Behavior.*

I. INTRODUCTION

HR management is a must and is no longer an option if the company wants to develop (Udayana and Suwandana, 2017). In the current era of globalization, companies are required to be able to determine their management strategies and policies, because the success of a company is highly dependent on the quality of the performance of human resources in the company (Dewi and Suwandana, 2016). Managing HR is one of the efforts in managing company assets. Human resources are the most valuable and most important assets owned by an organization or company, because the success of an organization is largely determined by the human element (Ardana *et al.*, 2012: 3). To run its business, the company will need employees who are competent, responsible and have loyalty to the interests of the company. However, on the other hand employees will also expect recognition and appreciation for the performance they have done at the company.

The relationship between employee attitudes towards the company can lead to Organizational Citizenship Behavior (OCB) behavior (Bangkit, 2010). According to Alzubi (2011), OCB is a push beyond formal job requirements and it is difficult to enforce or even encourage to bring up OCB because it arises from within oneself. OCB is very important for the success of a company. If OCB can develop within a company, it is believed to increase effectiveness, efficiency and profit for the company (Erturk, 2004). Over the past few years, OCB behavior has an important role because it produces various positive results (Nwibere, 2014). OCB phenomena related to the field of organizational behavior emerged about two decades earlier and have developed in several studies (Lee *et al.*, 2013). One of them is Darmawati and Indartono's research (2015) related to "The Effect of Job Satisfaction on Organizational Citizenship Behavior with Organizational Commitment as Mediation Variables" conducted on staff of the University of Yogyakarta Management Faculty, the results of his research stated that job satisfaction and organizational commitment have a positive effect on OCB and organizational commitment able to mediate the effect of job satisfaction on OCB.

The hotel industry is one industry that has many departments or divisions involving many employees who work in it. Other phenomena related to OCB have become very interesting research in the hospitality industry. KutaSeaview Boutique Resort Bali is one of the hotels located in the Kuta area. Based on the results of interviews and preliminary observations conducted by researchers at several hotel parties regarding whether there are indications of OCB problems experienced by employees, the results reflect a lack of mutual assistance

between employees. This indication can be seen from the difficulty between employees conducting work shift exchanges which causes if there are employees who have interests that are forced to be absent, so that the impact on employee absentee levels has increased. This is a real impact of employee behavior that does not show a willingness to help the work of other colleagues.

TABLE 1: THE LIST OF EMPLOYEE ATTENDANCE

Quarterly	Employees	Working Days	The Reason for Absence			Total of Employees	Persentase (%)
			Sick	Permissi on	Othe rs		
Quarter 1	106	90	43	56	9	108	1,20
Quarter 2	106	91	49	62	13	124	1,36
Quarter 3	106	92	67	55	10	132	1,43

Source: KutaSeaview Boutique Resort Bali, 2019

Based on Table 1 it can be seen that the number of absences of employees has increased every quarter, namely in the first quarter by 1.20 percent, the second quarter 1.36 percent and the third quarter by 1.43 percent. The problem of increasing employee absenteeism can be an early indication of the low OCB of KutaSeaview Boutique Resort Bali employees. Judging from the phenomena that occur, then the indication of low OCB can be caused by a factor of lack of job satisfaction from employees (Robbins and Judge, 2009: 40). Job satisfaction is a positive feeling about one's work that is the result of evaluating its characteristics (Ivancevich *et al.*, 2006). There is a belief that satisfied employees will be more productive than dissatisfied employees, although there is still plenty of evidence that questions the causal relationship (Robbins and Judge, 2009: 42), conversely when employees feel dissatisfied with the work done, then the employee will not work optimally, and it is very impossible to volunteer to do other work well.

Research conducted by Hasanbasri (2007), Udayana and Suwandana (2017), Dewi and Suwandana (2016) and Charmiati and Surya (2019) stated that there was a positive influence of job satisfaction on OCB. Even Kelana (2009) argues that job satisfaction is the most dominant variable influencing OCB. In contrast to the results of Sudarmo and Wibowo's (2018) research which stated job satisfaction had no effect on OCB. The inconsistency of the results of previous studies indicates that there are other factors that influence the relationship of job satisfaction with OCB, namely organizational commitment (Darmawati and Indartono, 2015). Newstrom (2007) states that organizational commitment is the level of self-identification with the organization and the desire of employees to carry on policies in the organization. When someone has a high commitment to his organization, then that person will do anything to advance his company because of his belief in his organization (Luthan, 2006). The results of research by Ristiani (2013) Udayana and Suwandana (2017), Dewi and Suwandana (2016) and Charmiati and Surya (2019) state that organizational commitment has a positive and significant influence on OCB.

II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT

Literature Review

a) Equity Theory

Equity theory was first developed by Adam (1965). The principle of this theory is that people will feel satisfied or dissatisfied, depending on whether he will feel the existence of justice (equity) or not on a situation obtained by comparing himself with other people in the same class, office and elsewhere. The elements of this theory can be grouped into three, namely the elements of input, outcome, and comparison

b) Organizational Citizenship Behavior (OCB)

Jung and Hong (2008) define organizational citizenship behavior as policy behavior on the part of employees who directly introduce the effective function of an organization, regardless of employee objective productivity. OCB represents human nature where humans help each other and are easy to *get along* in organizations (Sawitri *et al.*, 2016). Organ *et al.* (2006: 8) states that OCB is an individual behavior that is free, which does not directly and explicitly get an award from the formal reward system, and which as a whole can increase the efficiency and effectiveness of the organization.

c) Organizational Commitment

Mira and Margaretha (2012) state that organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process by which members of the organization express their concern for the organization and continued success and progress. Newstrom (2007) states that organizational commitment is the

level or level of self-identification with the organization and employees want to continue active participation in the organization.

Hypothesis

The Effect of Job Satisfaction on Organizational Citizenship Behavior

Sutanto and Tania (2013) state that employees who have job satisfaction have a concept of fair results, treatment, and procedures, so there is a need for trust between employees and superiors, employees voluntarily act beyond organizational expectations. Research conducted by Mahendra (2009), Mansoor, *et al.* (2012), Sawitri, *et al.* (2013) and Rohayati (2014) also stated that job satisfaction had a positive and significant effect on OCB. This means that the level of OCB as a result of the high and low quality of ongoing job satisfaction. Similar results were also shown by research conducted by Erturk (2004), Kencanawati (2014) and Nwibere (2014) stated that job satisfaction has a significant effect on OCB. Based on the description above, the hypothesis proposed in this study is as follows.

H₁: Job satisfaction has a significant effect on organizational citizenship behavior.

The Effect of Job Satisfaction on Organizational Commitment

Shah *et al.* (2012) states that job satisfaction is one of the reasons for increased organizational commitment, because individuals who are satisfied with their work will have a commitment to the company and vice versa if the individual is dissatisfied with his work it is difficult to have a commitment to the company. Research conducted by Karim and Rehmen (2012), Sawitri, *et al.* (2013), Puspitawati and Riana (2014) and Pradhiptya (2013) stated that job satisfaction has a positive and significant effect on organizational commitment. In line with Erturk's research (2004) which states that job satisfaction has a positive effect on organizational commitment. This means that the higher job satisfaction the higher organizational commitment. Based on the description above, the hypothesis proposed in this study is as follows.

H₂: Job satisfaction has a significant effect on organizational commitment.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Gondokusumo and Sutanto (2015) Employees who have high organizational commitment will give maximum effort voluntarily for the progress of the organization, they will try to achieve organizational goals and maintain organizational values. Research conducted by Mansoor, *et al.* (2012), Ristiani (2013), Sawitri, *et al.* (2013) and Kencanawati (2014) state that organizational commitment has a positive and significant influence on organizational citizenship behavior (OCB). Research conducted by Erturk (2004) and Han, *et al.* (2005) also states that there is a significant relationship between organizational commitment and OCB. This shows that the higher the employee's commitment to the company, the employee's OCB will also increase. Based on the description above, the hypothesis proposed in this study is as follows.

H₃: Organizational commitment has a significant effect on organizational citizenship behaviour

The Role of Organizational Commitment Mediate The Effect of Job Satisfaction on Organizational Citizenship Behavior.

Equity theory can describe the relationship between job satisfaction, organizational commitment with OCB, where the more employees feel satisfaction with their work due to a balance between input and outcome and their relationship with other employees (comparison person), the more loyal or committed the employee is to the job and the company will also have an impact on the OCB behavior of employees which is increasing with the emergence of the behavior of doing work or helping colleagues voluntarily. The results of research conducted by Erturk (2004), Nwibere (2014), Widyanto, *et al.* (2015), Sawitri, *et al.* (2013), Barusman and Mihdar (2014), Darmawati and Indartono (2015), Dewi and Suwandana (2016), Pradhiptya (2013) found that organizational commitment can mediate the effect of job satisfaction on organizational citizenship behavior. Based on the description above, the hypothesis proposed in this study is as follows.

H₄: Organizational commitment is mediating the effect of job satisfaction on organizational citizenship behavior

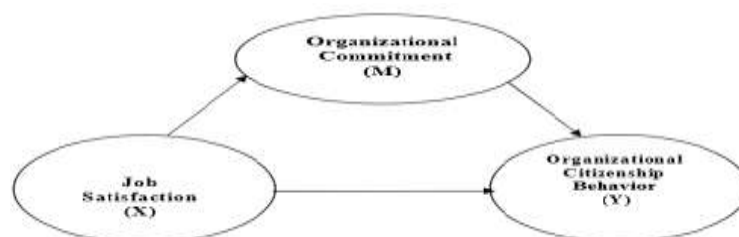


Figure 1: Conceptual Model

III. RESEARCH METHODOLOGY

Based on the problems studied, this study is classified as associative research (relationship), because in this study has the aim to determine the effect of cause and effect of the variables studied (Sugiyono, 2013: 11). This research was conducted at KutaSeaview Boutique Resort Bali, located at JalanPantaiKuta, Kuta, Badung Regency, Bali. The reason for this research at KutaSeaview Boutique Resort Bali, was because there were indications of problems related to OCB in employees. The population used in this study were all employees who worked at KutaSeaview Boutique Resort Bali, amounting to 106 employees. The method of determining the sample is done by using nonprobability sampling technique with saturated sampling method. According to Sugiyono (2013: 122), saturation sampling is a method of determining the sample if all members of the population are used as samples in order to obtain a representative sample. So the sample used in this study were all employees who worked at KutaSeaview Boutique Resort and Spa with a total of 106 employees which only 98 employees filled out the questionnaire. Data collection in this study using the following methods of interviews and questionnaires. The analysis technique used in this study is path analysis.

IV. RESEARCH FINDING AND DISCUSSION

Characteristics of respondents is the data of respondents collected to determine the profile of research respondents. This study uses sampling with a purposive sampling method so that as many as 98 respondents in this study can be described in Table 2 as follows.

TABLE 2: CHARACTERISTICS OF RESPONDENT

Characteristic	Classification	Respondent	(%)
Gender	Male	69	70,40
	Female	29	29,60
	Total	98	100
Age	21-30 years old	36	36,73
	31-40 years old	34	34,69
	>40 years old	28	28,58
	Total	98	100
Working Life	<1 year	5	5,10
	1-5 years	25	25,51
	6-10 years	32	32,65
	>10years	36	36,74
	<1 years	5	5,10
	Total	98	100

Source: Primary data processed, 2019

Based on Table 2, it is known that the respondents in this study were employees who showed between 21-30 years with a percentage of 36.73 percent of employees who increased between 31-40 years with a percentage of 34.69 percent, and 28.58 percent obtained were employees who choose more than 40 years. Based on this, it is known that most research respondents were found at the age of 21-30 years. Employees who work at KutaSeaview Boutique Resort and Spa Bali are the largest respondents of male research with a percentage of 70.40 percent and the remaining 29.60 percent are female. Most of the research respondents had more than 10 years of service with 36.74 percent, employees with 1-5 years of service were 25.51 percent and employees with 6-10 years of working life had a percentage of 32.65 percent, while the remaining 5.10 percent is less than one year of working life.

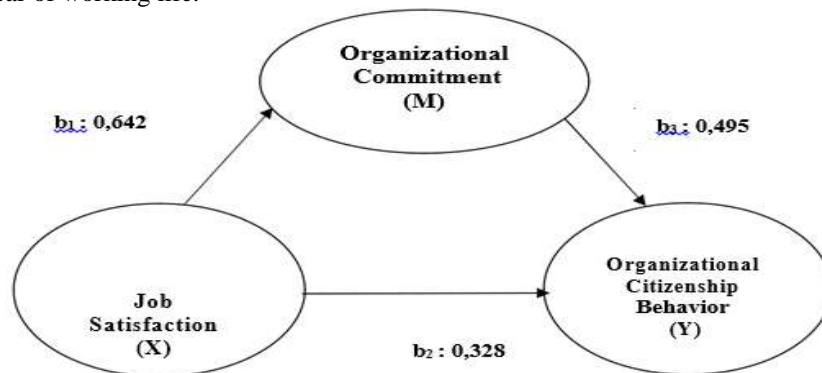


Figure 2: Final Conceptual Model

TABLE 3 : THE RESULT OF PATH ANALYSIS STRUCTURE 1

Model	Unstandardized		Standardized	t	Sig.
	Coefficient		Coefficient		
	B	Std.	Beta		
		Error			
(Constant)	10,954	1,690		6,483	0,000
Job Satisfaction	0,740	0,090	0,642	8,211	0,000
R ²			0,413		
Adjusted (R ²)			0,406		
F			67,426		
Sig. F			0,000		

Source: Primary data processed, 2019

Based on Table 3, the structural equation can be arranged as follows:

$$M = a + b1X + e1$$

$$M = 10.954 + 0.740X + e1$$

TABLE 4 : THE RESULT OF PATH ANALYSIS STRUCTURE 2

Model	Unstandardized		Standardized	t	Sig.
	Coefficient		Coefficient		
	B	Std.	Beta		
		Error			
(Constant)	7,366	2,988		2,465	0,015
Job Satisfaction	0,640	0,151	0,495	5,582	0,000
Organizational Commitment	0,840	0,173	0,328	3,694	0,000
R ²			0,561		
Adjusted (R ²)			0,552		
F			60,685		
Sig. F			0,000		

Source: Primary data processed, 2019

Based on Table 4, the structural equation can be arranged as follows:

$$Y = a + b2X + b3M + e2$$

$$Y = 7,366 + 0,640X + 0,840M + e2$$

The sobel test result (z) is 4.57, more than z table is 1.96. These results mean organizational commitment mediates the effect of job satisfaction on OCB, so that H4 is accepted.

The results of the influence of error that is 74.3% of the variation fluctuation OCB changes influenced by independent variables mediating variables job satisfaction and organizational commitment, while the remaining 25.7% is influenced by other variables that are not described in the research model.

TABLE 5: DIRECT EFFECTS AND INDIRECT EFFECTS AND THE TOTAL EFFECT OF RESEARCH VARIABLES

Variable Effect	Direct Effect	Indirect Effect (M) ($\beta_1 \times \beta_3$)	Total Effect
Effect of Job Satisfaction on Organizational Commitment	0,642	-	0,642
Effect of Job Satisfaction on OCB	0,495	0,210	0,705
Effect of Organizational Commitment on OCB	0,328	-	0,328

Source: Primary data processed, 2019

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The first hypothesis (H1) proposed in this study is that job satisfaction has a significant effect on organizational citizenship behavior. The results of the study presented in Table 4.7 show that the beta coefficient (β_1) is 0.640 with a significance level of 0.000 less than 0.05. This means that job satisfaction has a significant effect on organizational citizenship behavior of employees who work at KutaSeaview Boutique Resort Bali. The better the level of job satisfaction possessed by employees, the organizational citizenship behavior of these employees will be higher. These results are supported by the results of research conducted by Sutanto and Tania (2013) which states that employees who have job satisfaction have the concept of fair results, treatment, and procedures, so that there is a need for trust between employees and superiors, so employees voluntarily act beyond organizational expectations. Research conducted by Mahendra (2009) and Rohayati (2014) also states that job satisfaction has a positive and significant effect on OCB. This means that the level of OCB as a result of the high and low quality of ongoing job satisfaction. The same results were also shown by research conducted by Kencanawati (2014) stating that job satisfaction has a significant effect on OCB.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The second hypothesis (H2) proposed in this study is that job satisfaction has a significant effect on organizational commitment. The results of the study presented in Table 4.6 show that the beta coefficient (β_2) is 0.740 with a significance level of 0.000 less than 0.05. This means that job satisfaction has a significant effect on the organizational commitment of employees working at KutaSeaview Boutique Resort Bali. The better the level of job satisfaction owned by employees, the organizational commitment of these employees will be higher. These results are supported by the results of research conducted by Shah *et al.* (2012) which states that job satisfaction is one of the reasons for increased organizational commitment, because individuals who are satisfied with their work will have a commitment to the company and vice versa if the individual is dissatisfied with his work it is difficult to have a commitment to the company. The results of previous studies that support this study by Karim and Rehmen (2012), Puspitawati and Riana (2014) and Pradhiptya (2013) state that job satisfaction has a positive and significant effect on organizational commitment. This means that the higher job satisfaction will be the higher organizational commitment.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

The third hypothesis (H3) proposed in this study is that organizational commitment significantly influences organizational citizenship behavior. The results of the study presented in Table 4.7 show that the beta coefficient (β_3) is 0.840 with a significance level of 0.000 less than 0.05. This means that organizational commitment significantly influences organizational citizenship behavior of employees who work at KutaSeaview Boutique Resort Bali. The better the level of organizational commitment the employee has, the organizational citizenship behavior of the employee will be higher. These results are supported by the results of research conducted by Gondokusumo and Sutanto (2015) stating that employees who have high organizational commitment will give maximum effort voluntarily for organizational progress, they will try to achieve organizational goals and maintain organizational values. Research supported by Ristiani (2013) and Kencanawati (2014) states that organizational commitment has a positive and significant influence on organizational citizenship behavior (OCB). Research conducted by Han, *et al.* (2005) also states that there is a significant relationship between organizational commitment and OCB. This shows that the higher the employee's commitment to the company, the employee's OCB will also increase.

The Role of Organizational Commitment Mediate The Effect of Job Satisfaction on Organizational Citizenship Behavior.

The fourth hypothesis (H4) proposed in this study is organizational commitment mediating the effect of job satisfaction on organizational citizenship behavior. The sobel test result (z) is 4.57, more than z table is 1.96. These results mean organizational commitment mediates the effect of job satisfaction on OCB employees who work at KutaSeaview Boutique Resort Bali. Employees who have high job satisfaction and have a high commitment to the company, will have a high tendency to have the nature of OCB. This research supports the theory of equity can describe the relationship between job satisfaction, commitment with OCB, where more employees feel satisfaction with their work due to from the balance between input and outcome and its relationship with other employees (comparison person), the employee will be more loyal or committed to the work and the company which will also have an impact on OCB employees' behavior which increases with the onset of their work behavior or help colleagues voluntarily. This study also supports the results of research conducted by Nwibere (2014), Widyanto, *et al.* (2015), Barusman and Mihdar (2014), Darmawati and Indartono (2015), Dewi and Suwandana (2016), Pradhiptya (2013) found that organizational commitment can mediate the effect of job satisfaction on organizational citizenship behavior.

V. CONCLUSIONS

Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

- 1) Job satisfaction has a significant effect on organizational citizenship behavior. The better the level of job satisfaction owned by employees, the organizational citizenship behavior of these employees will be higher.
- 2) Job satisfaction has a significant effect on organizational commitment. The better the level of job satisfaction owned by employees, the employee commitment will be higher for the company.
- 3) Organizational commitment has a significant effect on organizational citizenship behavior. The higher the level of organizational commitment that is owned by the employee, the organizational citizenship behavior of the employee will be higher.
- 4) Organizational commitment is mediating the effect of job satisfaction on organizational citizenship behavior. Employees who have high job satisfaction and work with high commitment to a company will have a tendency to behave in organizational citizenship behavior.

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